

28 June 1976

MEMORANDUM FOR: Director of Personnel

STAT FROM : [REDACTED]  
Deputy Director of Personnel  
for Plans and Control

SUBJECT : Briefing by Civil Service Commission (IAG Meeting  
17 June 76) on Their Planned Initiatives to  
Carry Out President Ford's Directive on Improving  
the Effectiveness of Internal Position Management  
and Classification within Federal Agencies.

1. The primary topic at the 17 June 76, IAG Meeting was the Presidential memorandum to Agency Heads of 27 May 1976 wherein the President expressed his concern over evidence that position management and classification programs within the agencies may not be functioning effectively and directed Heads of Agencies to insure that their internal position management and classification systems are operating effectively in full compliance with applicable laws and regulations. In this directive, President Ford charged the Civil Service Commission with responsibility to "pursue vigorously its continuing programs for evaluating agency performance and bringing about corrective action in the areas of position management and classification."

2. The Civil Service Commission has already instituted certain actions to comply with President Ford's directive (a letter from Mr. Hampton to Heads of Agencies dated 8 June 76, and assigning responsibility for evaluation of agency internal position management and classification programs to the Commission's Bureau of Personnel Management Evaluation under Mr. Robert Cole, Director).

3. Mr. Cole briefed the Directors of Personnel on the CSC's plans for further action as follows:

a. New Federal guidelines (FPM 250-7) will be issued to all agencies in early July - advanced copy attached.

b. The Commission will follow four basic principles in their approach:

(1) Review and evaluation of position management and classification programs will be a collaboration effort between the CSC and agency management.

(2) Evaluation and emphasis on making position management and classification programs more effective will not be a "one shot" effort but an on-going program.

(3) Emphasis will be aimed at proper and equitable position classification and grade levels not on overzealous efforts to cut grades of positions.

(4) Keep additional reporting requirements on actions, progress and results of actions to a minimum and to the extent possible incorporate reporting on position management and classification in the existing Personnel Management Evaluation reporting system.

c. The CSC is setting up a special Subcommittee on Job Evaluation and Program Evaluation. D/Pers' of selected agencies will participate with CSC officials on this Subcommittee.

d. CSC Responsibilities:

(1) The Civil Service Commission will begin position management and evaluation reviews of agencies during the Transition Quarter and continue through FY 1977.

(2) The CSC will conduct a Government-wide study of the validity of position classification by taking a one percent sample of positions in an agency. Agencies will be asked to make a similar sample survey.

(3) CSC will conduct special studies on average grade patterns for certain occupations to determine causes of escalation. FY 1974 grade level patterns will be used as the Base Year for comparison.

e. Agency Responsibilities:

(1) Participate with CSC in development of the one percent sample of positions to be audited by CSC and conduct their own internal one percent sample.

(2) Pursuant to the President's memo of 27 May 76, agencies will conduct internal reviews of their position management and classification programs and by 10 September 1977 be prepared to report "results" of actions to the CSC for inclusion in a report to the President.

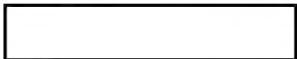
4. Other Points

Mr. Jacobson, Executive Director, CSC, stressed the following points:

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- a. The President has emphasized the importance of "Position Management" as well as "Position Classification." While these functions are related they are distinctly separate functional responsibilities.
- b. Many Directors of Personnel have not had the charter for agency position management in addition to position classification.
- c. The present circumstances offer Directors of Personnel a splendid opportunity to input their professional expertise to their agency's management efforts to respond to the Presidential directive.



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Att.

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## SUMMARY OF 312th MEETING

June 17, 1976

### I. Implementation of Presidential Memorandum on Position Management and Position Classification

Mr. Jacobson introduced John D.R. Cole, Director, Bureau of Personnel Management Evaluation, who outlined the Commission's plan for following through on the Presidential Memorandum of May 27, 1976, on Position Management and Position Classification. That Memorandum directed Heads of Federal Departments and Agencies, with the leadership of the Civil Service Commission, to review their position management and classification systems to ensure that they are "operating effectively and in full compliance with applicable laws and regulations."

Four basic principles underline the approach developed for this Government-wide review:

- 1) It is a collaborative effort. The Civil Service Commission is charged with Government-wide program leadership and oversight responsibilities, and agencies are responsible for ensuring the legality and effectiveness of their own systems.
- 2) It is not a one-time campaign. Rather, the reviews are the beginning of a new initiative to strengthen and improve position management and position classification in the Federal sector, aided by what we will all learn from our program evaluations. This concentrated effort will continue over-time until agencies and the Commission are mutually satisfied that both systems are in place and working effectively.
- 3) It is not the intention of the Civil Service Commission nor of the President to undertake an over-zealous grade cut campaign. Rather, the objectives are to ensure the equity of pay systems and the efficiency and effectiveness of organizations.
- 4) To avoid generating excessive new reporting and paperwork requirements, we plan to incorporate the position management and classification reviews into ongoing CSC and agency personnel management evaluation activities and report through normal evaluation channels.

Mr. Cole noted that meetings of both the IAG Committee on Job Evaluation, and the Committee on Personnel Management Evaluation were scheduled for the following week. Since both groups have major roles to play in assuring position management and classification program integrity, the two Committees would work closely together through a joint subcommittee.

Highlights of CSC and agency activity to implement and follow up on the President's May 27 directive are:

- 1) All general and some special Civil Service Commission personnel management evaluations during the transition quarter and all of FY-77 will emphasize position management and classification. The Commission has developed an agenda for the reviews which is shared with agencies in FPM Bulletin 250-7. The Commission would welcome any suggestions agencies might have to enhance the evaluation agenda.
- 2) During the transition quarter and in all of FY-77, in addition to regular classification coverage the Civil Service Commission will conduct a Government-wide study on the accuracy of classification, to produce for the first time a base-line measure of the accuracy of general schedule classification Governmentwide. To accomplish this, we will conduct a 1% random sample of job audits to be selected from the Central Personnel Data File, and audit those particular jobs in each of the installations that we visit during the year. The Commission requests that agencies join in this effort. Commission and agency evaluation staffs will coordinate to work out the audit samples.
- 3) The Civil Service Commission will conduct a study of the causes of changes in average grade. Those occupations and agencies where the most significant changes of average grade have occurred either up or down will be identified and an effort made to understand the reasons behind those changes. Agencies to be involved in this sample will be notified by October of this year.

#### Agency Activities

- 1) Agencies will participate in the 1% random sample classification study.
- 2) In all agency internal reviews, we request that position management and classification be a major focus of internal personnel management evaluation efforts, per guidance in FPM Bulletin 250-7.
- 3) We fully intend to use regular evaluation reporting channels to obtain the information that we need to follow-up on the President's directive.
- 4) The only new reporting requirement is what we are calling a "Follow-up and Impact Assessment." By September of next year we need to be able to look at what we have learned about position management and classification system operations and problems and what improvements have been planned and implemented, and with what results, in order that we may develop an overall assessment and report for the President. Mr. Cole

noted that responsibilities under Executive Order, to deal with labor organizations must be considered throughout the review process.

The President's memorandum finally enables us to give real recognition to the importance of position management and classification activity in organizational effectiveness, particularly on the position management front. Position management is equal in importance to position classification and should be viewed as such.

II. Establishment of Task Force to Carry Out  
Recommendations of Merit Staffing  
Review Team

Mr. Jacobson introduced Arch S. Ramsay as the new Director, Bureau of Recruiting and Examining, and as also the Chairman of a new task force to carry out the recommendations of the Merit Staffing Review Team (the Sharon Report). That report includes 14 specific action recommendations. The mission of the new task force is to propose actions relating to those recommendations and related matters.

The members of the task force include (in addition to the Director, BRE) the Directors of BPS, BPME, BEM, and BMS; the CSC General Counsel, the Assistant Executive Director for Regional Operations; the Director, Office of Public Affairs; and the Directors of Personnel of the Department of Agriculture (Mr. Pranger), Department of the Army (Mr. Beeson), and National Labor Relations Board (Mr. Brandon).

The task force has identified the tasks it will carry out and is now developing more detailed plans for each task. Some of the tasks involve internal CSC matters; others involve personnel system matters that will have an impact in agencies. The task force looks to its three agency members to provide agency inputs on those matters. The task force and its separate task subgroups will also be dealing with appropriate committees of the IAG on particular issues.

III. FY-76 Activities of the IAG Committee on  
Development and Training

Mr. James R. Beck, Jr., Director, Bureau of Training introduced Charles W. Fotis, Chief, Training and Career Development, Office of the Assistant Secretary of Defense and Chairman of the Steering Committee of the IAG Committee on Development and Training.

Mr. Fotis stated that the Steering Committee of the Committee on Development and Training is comprised of four standing subcommittees which is the Committee's operating arm. The Steering Committee sets objectives, plans projects, and accepts projects from the total IAG Committee on Development and Training. The standing subcommittees and their chairmen for FY-76 are:

- Common Problems Standing Subcommittee - Nathaniel Smith - Department of Treasury
- Clearinghouse Standing Subcommittee - Robert Lovegren - Department of Interior

- Research Standing Subcommittee - John Kizler - Department of Agriculture
- Policy Standing Subcommittee - Thomas Hatheway - Department of Army

The Committee's FY-76 overall goals are:

- Sharing of training resources information available within the Federal community.
- Providing opportunities for increased knowledge and understanding of executive development.
- Improving overall communications within the training community.
- Attracting young professionals to the field of personnel and especially to the training and development function.

In meeting the above goals the Committee has accomplished the following:

- Information on interagency training activities were highlighted throughout the year at the Committee meetings. There were specific presentations on the:
  - o Interagency Training - Occupational Safety, and Health Administration.
  - o Foreign Service Institute.
  - o Federal Procurement Institute.
- Under the direction of Common Problems Standing Subcommittee, three half-day seminars on Executive Development were held. The Committee also studied and prepared a report on per diem expenses as it pertains to training, and initiated a project to develop a standard permanent training record form.
- The Clearinghouse Standing Subcommittee accomplished the following:
  - o Published a catalog of Federal training facilities available in the Washington, D.C. area
  - o Conducted a workshop on: "Training in the Federal Government: The Changing Scene"
  - o Completed for publication a directory of training indicating the various types of training undertaken by Federal training officers in the Washington, D.C. area
  - o Recommended to the Bureau of Training the development and issuance of a Washington area supplement to the Federal Trainer to provide information on training meetings, professional society activities and other related matters

- The Research Standing Subcommittee:
  - o Initiated a project concerned with Individual Development Plans
  - o Conducted a showcase on the computer application of the cost benefit aspects of training
  - o Assisted the Bureau of Training in the Instructional Technology Conference (October, 1975)
  - o Initiated a project to develop a bibliography on instructional methodology for supervisory and managerial training
- The Training Policy Standing Subcommittee initiated several projects that will continue into FY-77 and completed a review of the Government-wide Spectrum Management Career Program.

One special project this past year involved four University of Maryland students participating as interns to the various standing subcommittees.

Mr. Fotis concluded by stating that the total effort of the Committee on Development and Training has been directed toward having a more informed, effective and efficient training function within the Federal Government.

#### IV. National Swine Influenza Program

Mr. Jacobson introduced Thomas T. Campagna, Chief, Occupational Health Division, Bureau of Retirement, Insurance, and Occupational Health and Dr. William H. Foege, Assistant Director for Operations, Center for Disease Control, Public Health Service, who discussed the role of Federal agencies in the National Swine Influenza Immunization Program. On March 24 of this year, President Ford announced a program to protect the public against a potential epidemic of influenza caused by the swine-type influenza virus. This public health effort is unprecedented in scope and complexity and requires the support of the entire Federal community.

For those agencies which wish to offer immunizations to their employees, the vaccine must be obtained under procedures established by State (or local) health departments. The Federal Government is purchasing all vaccine and distributing that vaccine directly to the States. Each State will then be responsible for developing and implementing its own State-wide program. Excepted from this procedure is the Department of Defense and the Department of State (for foreign service officers and their families at overseas posts, only), which will receive vaccine directly from HEW.

Besides giving immunizations to employees, agencies can participate in the program by:

- conveying agency support of the program to employees.
- running articles in employee newsletters.

-- encouraging employees to volunteer their help in State and local programs.

Mr. Campagna stated that the Civil Service Commission has been asked to coordinate the activities of Federal health facilities and local health departments for the immunization program in the Washington Metropolitan area. Contacts are being established within each agency health program, and guidance will be forthcoming. For providing guidance for field installations in the rest of the country, the Commission will develop a CSC:Bulletin.

Mr. Jacobson stated his support for the program and gave as the main objective for IAG members the immunization of their employees. The following questions and answers concluded the discussion:

-- When does the actual vaccination effort begin?

- o It will start in August, but the mass immunization effort is expected to run from September through December.
- What plans have been developed for immunizing civilian employees stationed overseas for agencies other than DOD and State Department?
- o Because of technical and diplomatic problems no plan has yet been developed. When an answer is available, the IAG members will be informed.

-- What will be the cost of this effort to health units or employees?

- o The vaccine is free. Persons receiving immunization from other than private physicians will not be charged. Health units will bear the cost of staff time, syringes, and other associated costs, as they do for regular immunization programs.

-- Will there be a special leave policy for volunteers?

- o No plans are currently being considered for granting administrative leave to employees who volunteer to assist in their State's immunization program. Should such a plan be considered, an announcement will be made through the FPM System.

-- What provisions have been made for agencies which utilize health clinics administered by the Division of Federal Employee Health, Public Health Service (DFEH/PHS)?

- o All health units operated by DFEH/PHS will participate in the immunization program. Planning is currently under way for obtaining the vaccine and immunizing employees utilizing these facilities.

Announcements

- A reminder to personnel directors of the March 5, 1976, IAG memorandum on "Information for Commission on Executive, Legislative, and Judicial Salaries." This memorandum asked agencies to submit reports on the impact the current executive pay situation is having on agency programs. It is hoped that agencies will do a very thorough job on these reports, giving as much detail as possible, including specific cases and hard data. The reports are due July 1, 1976.
- An item of special interest regarding reporting employment ceilings deals with the recent approval by OMB to exclude employees approved for disability retirement who are using sick leave from personnel counts (and agency ceilings) on the SF-113A Monthly Report of Federal Civilian Employment.

FPM Letter 296-32, dated June 17, 1976, recently distributed to agencies announces this change effective with the June 1976 report (due July 15, 1976) for those agencies who can identify and implement the change then. Other agencies are to implement starting with the July 1976 report (due August 15, 1976).

- The First Line, the new Government-wide newsletter for Federal supervisors and midmanagers, began with the recommendation of an IAG workgroup in March 1975. The first issue of the four-page bimonthly publication is now at the Government Printing Office and will be distributed by departments and agencies which took advantage of the low cost of ordering the publication before printing.

The First Line is now open for subscription sales through the Superintendent of Documents (GPO) at \$4.50 per year for each annual subscription. In comparison, pre-publication orders are estimated to be less than 25¢ per year.